



*The Federal Medical Center, Carswell Air Force Base, Fort Worth, Texas, acquired from the U.S. Air Force in 1994.*

# 1994: THE YEAR IN REVIEW



The Federal Bureau of Prisons (BOP) has utilized a strategic planning approach to management since 1988. Driven by its Mission Statement, the BOP's six broad correctional goals provide the framework for its strategic plan.

The BOP's current strategic plan reflects major issues that face the agency today. Particular emphasis is placed on those that are relevant to institutional operations and those that impact the safety and security of BOP institutions. The agency's mission and six national goals are reviewed annually at a dedicated planning session and then regularly throughout each year to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency and the challenges confronting the Bureau. Specific objectives, which fall under each of the broad goals, are also reviewed and modified as necessary.

During the FY 1994 Executive Staff planning meeting, 21 revisions were made to the strategic planning objectives. These revisions were to have a significant effect on the BOP's strategic planning for 1994. The Executive Staff approved the addition of eight new objectives, addressing the following areas: transfer of criminal aliens; labor management partnerships; the Americans With Disabilities Act; streamlining; internal management regulations; the Religious Freedom Restoration Act; the "90's inmate;" and community service.

The following Year in Review section is organized according to the Bureau's six national goals.



## STRATEGIC GOAL 1: POPULATION MANAGEMENT

*The Federal Bureau of Prisons will proactively manage its offender population to ensure safe and secure operations.*

■ In 1994, Congress approved funding for a low-security facility at Fort Devens, Massachusetts, and three expansion projects at existing institutions. More than 30,000 beds were under some phase of development by the end of 1994; 8,000 of these should be constructed in 1995, and 10,000 should be constructed during 1996.

■ During 1994, the BOP opened four new institutions to help deal effectively with the growing number of Federal inmates. New institutions at the following locations began housing inmates: Carswell AFB, Fort Worth, Texas; Greenville, Illinois; Pekin, Illinois; and Florence, Colorado (the administrative maximum-security facility). More than 3,000 beds were added

*The dramatic growth of the Federal inmate population has caused crowding at virtually all Federal prison facilities. This housing unit is typical of minimum- and low-security facilities.*

to BOP's capacity with the activation of these new institutions.

■ During 1994, the Bureau's inmate population grew by 6.1 percent — from 89,586 to 95,034. During this same period, the Bureau actually reduced its system-wide crowding level by 6.6 percent—from 135 percent of capacity to 126 percent during 1994. (This crowding rate is based on the Bureau's double-bunking standard. Using a one-inmate, one-cell standard typical of most States, the Bureau's crowding rate would still be 174 percent.)

■ The BOP finished building and has activated Federal Correctional Complexes (FCC's) at Allenwood, Pennsylvania, and Florence, Colorado. FCC's consist of several correctional facilities of varying security levels located in close proximity to one another, reducing operational costs through shared services.



*BOP and U.S. Marshals Service staff, assisted by State and local law enforcement authorities, transport high-security inmates from USP Marion to ADX Florence.*

■ The United States Penitentiary (USP), Allenwood, Pennsylvania, was the final institution to be activated at FCC Allenwood; with its completion, Allenwood became the agency's first fully operational FCC. Although the USP began receiving inmates in late 1993, it was not until 1994 that it reached its full operating capacity. Other correctional facilities at FCC Allenwood include a low-security FCI (which opened in December 1992), a medium-security FCI (which opened in August 1993), and a Federal Prison Camp (which originally opened in 1952 but is now part of the FCC). During 1994, USP Allenwood's population grew to 841.

The FCC in Florence, Colorado, also became fully operational in 1994, as the USP and the Administrative Maximum

Security facility (ADX) in Florence were both activated. Routine designations and transfers to USP Florence commenced in February; by the end of December, the USP had a population of 836. The ADX accepted its first 40 transfers from USP Marion on December 1 and is scheduled to receive its full complement of inmates in 1995. ADX Florence will assume USP Marion's role as the most secure prison in the Federal system, housing its most dangerous and escape-prone inmates. Once ADX Florence is fully operational, Marion will assume its new mission as a high-security Federal penitentiary. FPC Florence (opened in July 1992) and the medium-security FCI Florence (opened in January 1993) are the other two facilities which, with the USP and ADX, compose the FCC.

The new penitentiaries at Allenwood and Florence enabled the BOP to reduce systemwide crowding at the penitentiary level from 154 percent to 128 percent of capacity as of December 31.

The Bureau is currently constructing other Federal Correctional Complexes in Coleman, Florida; Beaumont, Texas; and Butner, North Carolina.

■ Under the terms of an agreement with the U.S. Air Force, the Bureau acquired several buildings at Carswell AFB, Fort Worth, Texas, including a fully equipped 300-bed hospital, several military barracks, a warehouse, and other facilities, all of which will be converted for correctional use. The establishment and operation of a Federal Medical Center (FMC) at Carswell directly responds to the critical need for additional medical bedspace in the Bureau of Prisons. By acquiring an already-built, fully equipped medical facility, the Bureau will realize a significant reduction in construction time and costs. The Bureau's move into the facility has reduced the negative economic impact that the base closure would have had on the local community

On November 15, the BOP, in conjunction with the U.S. Marshals Service (USMS) and Immigration and Naturalization Service (INS), moved 33 inmates with chronic medical conditions from FMC Lexington to the newly-activated FMC Carswell. The





*Foreman Denise Thomas (left) instructs an inmate worker at the Federal Prison Industries factory at FMC Lexington. The female inmate population has grown significantly over the past few years.*

move occurred using air transportation services provided by the INS, and future moves have been planned.

■ A new, privately run 1,000-bed Federal detention facility in Eloy, Arizona, began operations on July 26. The new facility, built and operated by a private contractor, represents a cooperative effort involving the Bureau of

Prisons, the Immigration and Naturalization Service (INS), and the Executive Office for Immigration Review. Half of the bedspace at the Eloy facility is used to house sentenced, BOP, non-U.S. citizen inmates, and the other half is for INS detainees who have finished serving sentences in State prison facilities and are awaiting deportation proceedings. There are three court-

rooms at the facility, and deportation proceedings are held on-site.

While the Bureau has contracted with State and local corrections agencies in the past for the housing of Federal inmates — and with private companies to operate Community Corrections Centers — the Eloy venture represents the first time the BOP has contracted out for both the construction and operation of a secure correctional facility. By year's end, the Bureau housed 690 more inmates in contract facilities than it had in 1993.

■ In 1994, the Bureau developed and implemented a new designation and classification system for female offenders, which will result in greater use of minimum-security bedspace for women. Because it generally costs less to house an inmate in a minimum-security institution, this reclassification will result in a significant cost avoidance.

■ Specialized on-site staff training in working with female offenders has been provided at institutions converting from male to female and at new female facilities. A national forum on female health care was held for Health Services staff. Religious Services and Psychology Services provided training on women's issues for new staff in those disciplines. Education, recreation, and parenting programs have all made strides in developing resources for female offenders.

■ The Bureau's community corrections and home confinement programs experienced substantial growth in 1994. In 1994, community corrections

average daily populations increased by 8 percent, from 5,296 to 5,748; home confinement populations increased by almost 25 percent, from 931 to 1,167. The increased use of these alternative confinement options nominally offset the crowding pressures being placed on low- and medium-security facilities.

In October 1994, about 17 percent of the community corrections population was on home confinement; by December, this figure increased to about 19 percent. The home confinement population has averaged over 1,000 inmates since the end of October, and the Bureau anticipates additional growth.

■ In 1994, the BOP expanded its use of Comprehensive Sanctions Centers (CSC's), which are designed to meet the needs of offenders on supervision who have reverted to the use of drugs and inmates who are returning to the community after extended periods of incarceration. The CSC's offer a program that is similar in many ways to that offered at the traditional Community Corrections Center, but give greater emphasis to offender accountability and programming.

In little more than 1 year, the Bureau has established CSC's in San Francisco, California; Columbia, South Carolina; Chicago, Illinois; Grand Rapids, Michigan; Atlanta, Georgia; Miami, Florida; Baltimore, Maryland; New Orleans, Louisiana; and Indianapolis, Indiana.

■ The BOP continued to successfully manage an inmate population that

throughout the year presented many difficult problems. Disturbances, food strikes, and work stoppages occurred throughout the system. A recent Bureau study of individual inmate misconduct rates has shown that, over the past 2.5 years (January 1992 through June 1994), the most severe types of misconduct are up 19.0 percent, serious misconduct is up 29.0 percent, moderate misconduct is up 17.5 percent, and low level misconduct is up 19.6 percent. A second study has shown that group misconduct (incidents involving five or more inmates) has increased 24.7 percent — from 93 in fiscal year 1993, to 116 in fiscal year 1994. The majority of disruptive incidents were resolved without significant injury to staff or inmates. However, in December, a BOP correctional officer was killed by an inmate during an isolated incident at USP Atlanta (see "In Memoriam: D'Antonio Washington," on page 37). BOP employees mourned the loss of a fallen colleague and were reminded by this tragic event of how dangerous prison work can be.

## STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT

*The Federal Bureau of Prisons will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.*

■ In order to appropriately manage an ever-growing inmate population

and to staff its new facilities, the Bureau hired 2,983 new employees in 1994, bringing the total number of employees to 26,489 by the year's end.

■ On November 1, the BOP began use of the Microcomputer-Assisted Rating System (MARS) — a joint project between the Bureau of Prisons and the Office of Personnel Management. The system is designed to automate the rating of the approximately 20,000 applications processed annually for correctional officer positions.

Because of its potential cost efficiencies and increased customer service benefits, MARS was designated a Government Reinvention Laboratory project by the Department of Justice. In the future, MARS will be used for processing applications for other positions, possibly including those that are filled internally through merit promotion procedures.

■ When it comes to hiring new staff, the Bureau upheld its high standards of years past, recruiting qualified and motivated staff from all backgrounds and throughout the United States. In order to enhance the diversity of its workforce, the BOP has recruited from historically black colleges and universities, as well as institutions affiliated with the Hispanic Association of Colleges and Universities. Additionally, recruitment materials were mailed to many vocational and trade schools. Follow-up visits to some of these schools have further benefited the recruitment effort, and more such visits will be made in 1995.

■ In 1994, the BOP continued a program (involving mailings, college visits, and other approaches) that focuses on recruiting military and minority candidates while targeting hard-to-fill positions at the national, regional, and local levels.

■ Prior to the formation of a Health Services Recruitment office in late 1989, the Bureau experienced a 40- to 50-percent vacancy rate among its physician and physician assistant (PA) positions. Through a concerted effort, the BOP's cumulative vacancy rate for all authorized physician and PA positions had been reduced to just 5 percent by the end of 1994.

■ In accordance with Government-wide efforts to reduce the size of the Federal workforce, the BOP developed a streamlining plan and submitted it to the Department of Justice. The plan, which was approved by the Department, will help the Administration and the Congress to reduce the Federal workforce by 272,000 positions over the next several years.

■ The Management and Specialty Training Center in Aurora, Colorado, trained 180 mentoring program coordinators and Employee Development staff to begin implementation of the BOP's new Staff Mentoring Program. Participants from institutions, regional offices, and the Central Office learned how to conduct mentor training for staff at their respective work locations. Approved by the Executive Staff in September, the Staff Mentoring Program will provide employees the opportunity to receive formal mentor-



*Through a concerted recruiting effort, the Bureau has brought the vacancy rate for physicians and physician assistants down to just 5 percent.*

ing from more-experienced staff in order to enhance personal growth, professional development, and upward mobility.

■ Bureau management and the American Federation of Government Employees, Council of Prison Locals, formulated a new partnership agreement to enhance labor-management relations. A National Partnership Coun-

cil was established to pursue strategies that will enable the Bureau and its employees to more effectively carry out the agency's mission, improve employee relations, and better serve the public. The Council, working with the cooperation and support of the Federal Labor Relations Authority and Federal Mediation and Conciliation Service, began efforts to develop guidance and training programs that will assist in the imple-



*A reinforced perimeter is one of the fundamentals of institution security.*

mentation of Local Partnership Councils at Bureau institutions.

■ The Bureau continued its beneficial relationships with minority organizations, such as Federally Employed Women (FEW), the League of United Latin American Citizens (LULAC), and the National Association of Blacks in Criminal Justice (NABCI). Female and minority employees occupy positions at all levels of Bureau management.

■ In February, video conferencing systems were installed in the Staff Training Academies at Glynnco, Georgia, and Artesia, New Mexico. Video conferences have been held between these systems, as well as with the systems installed in the Central Office, the Management and Specialty Training Center in Aurora, Colorado, and National Academy of Corrections

ethics/standards of conduct training. All regions report ongoing ethics training activities and an increased awareness of ethics issues. In addition, all staff were trained in cultural diversity awareness.

## STRATEGIC GOAL 3:

### SECURITY AND FACILITY MANAGEMENT

*The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.*

■ Four major projects related to institution perimeter security were completed in 1994. A new perimeter fence was

installed at one institution, and new perimeter fence escape detection systems were installed at three others.

■ The BOP continued to enhance its ability to respond to emergencies through the training of Special Operations Response Team, Disturbance Control, and Hostage Negotiation staff. It also closely tracked its logistic-site equipment inventories to ensure that supply levels are adequate for emergency mobilization.

■ The Bureau's continued emphasis on training, physical security, and sound correctional practices has helped reduce the rate of escapes from secure institutions to its lowest level since the Bureau began tracking escape rates in 1973. In 1994, only one inmate escaped from a secure Bureau of Prisons facility, a low security institution. The reduction in the number and rate of escapes is particularly noteworthy given that the Bureau's inmate population has more than tripled since 1980.

■ In 1994, the Bureau implemented a revised Security Designations Manual, which included a new female inmate classification system and initiated the use of Management Variables. Use of Management Variables allows more flexibility in housing and increases the Bureau's ability to monitor inmates who are violent, sophisticated or who are escape risks.

■ In 1994, the BOP began implementing its new Automated Visiting Program, which maintains a record of the names of all inmates within the

institution, the names of relatives and friends who are approved to visit each inmate, and a history of visiting activity at each institution.

■ Although the Bureau must build new facilities to safely house the ever-growing Federal inmate population, the BOP strives to maximize available bed-space and contain costs by making optimal use of all of its facilities. One-fourth of the Bureau's 79 institutions were built before 1950, and one-half were built before 1980. Despite years of wear and tear, each of these structures is in remarkably good shape, and most will safely house Federal offenders for years to come. The fact that these older buildings can continue to provide a

safe, secure, humane environment for Federal inmates reflects the effectiveness of sound basic upkeep and aggressive preventive maintenance.

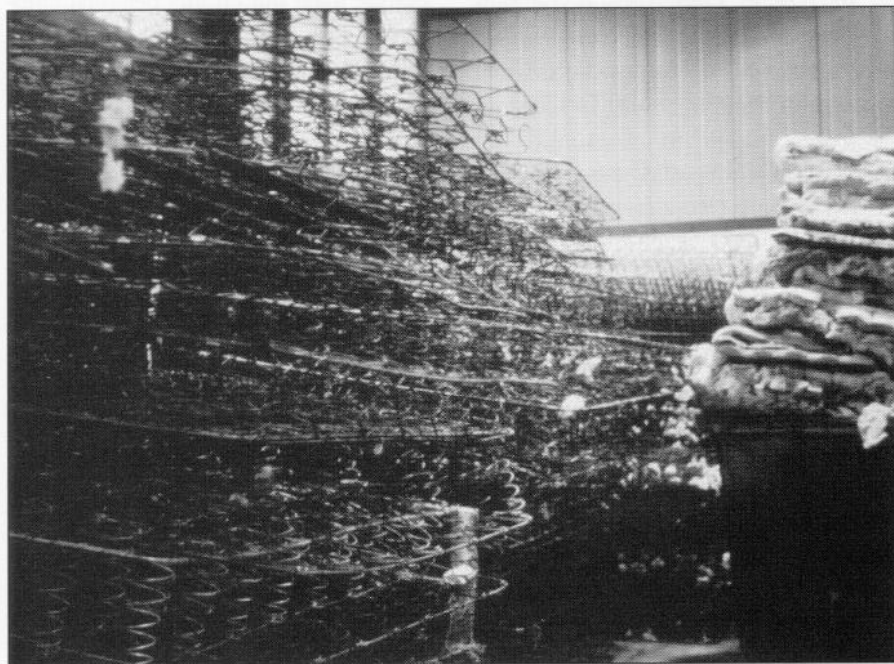
During 1994, the Bureau increased its overall completion rate for its preventive-maintenance program, ensuring the integrity of its facilities, from 85 to 91 percent. The BOP also increased its completion rate of life-safety projects by 6 percent, up to 88 percent overall.

■ The BOP is a lead agency within the Department of Justice in terms of its comprehensive and successful recycling programs. During 1994, the Bureau recycled more than 8,850 tons of materials. This reflects the BOP's

concern for the environment and its commitment to making the most of its available resources.

■ Federal Prison Industries, Inc. (FPI), is working with a private sector trade association to disassemble used mattresses and recycle the recovered components. FPI is piloting this endeavor at the Federal Correctional Institution in Fairton, New Jersey. The mattress project represents a landmark in FPI's history as it brings together a private sector trade association and the Federal Bureau of Prisons with the common goals of employing inmates and environmental stewardship. Because of the success of this project, FPI plans to undertake similar opportunities in 1995.

*Disassembled mattresses in a Federal Prison Industries warehouse at FCI Fairton, New Jersey. While whole mattresses are not recyclable, their component parts are.*



■ The BOP continued to make strides in achieving energy reduction goals established by Congress and the President. Energy use in FY 1994 was down 6 percent compared to use in the base comparison year of 1986, and was 2 percent lower than in FY 1993. This accomplishment was attained despite the continuing increase in the inmate population and the activation of several new facilities.

■ Family Employee Assistance Team (FEAT) continues to respond during certain institutional crises where there may be a threat to security or the facility. In January 1994, a Family Employee Assistance Team was sent to the Metropolitan Detention Center in Los Angeles after the earthquake. The Team spent one week conducting debriefing sessions with staff and inmates.





*FCI Sheridan Garage Foreman Dean Anderson poses with a Vice Presidential Hammer Award that he received for his role in a program that restores Government trucks, tractors, trailers, and pieces of heavy equipment.*

## STRATEGIC GOAL 4: CORRECTIONAL LEADERSHIP AND EFFECTIVE PUBLIC ADMINISTRATION

*It is the goal of the Federal Bureau of Prisons to manage its operations and resources in a competent and effective manner that encourages creativity and innovation in development of exemplary programs as well as excellence in maintaining the basics of correctional management. The Bureau continually strives toward improvements in its effective use of resources and its efficient delivery of services.*

■ By June, the BOP had begun to align its strategic plan with the requirements of the Government Performance and Results Act (GPRA), an effort by Congress to make the Federal Government more accountable to the public. This will be accomplished by developing national objectives with measurable targets and management indicators, which allow program managers to gauge their progress toward established targets.

■ On September 27, an FCI Sheridan garage foreman received a Vice Presidential National Performance Review Hammer Award for his role in helping the FCI's satellite camp create a Government program that works better and costs less. The program involves restoring trucks, tractors, trailers, and pieces of heavy equipment for various Government facilities around the Nation. Hammer Awards were presented to Federal employees at 72 sites across the country during National Performance Review Anniversary Celebrations in September and October.

■ The BOP's South Central Regional Office conducted a pilot program to consolidate major acquisition action at the regional level. All contracts exceeding the small-purchase threshold (proposed to be \$100,000) were solicited and awarded at the regional level. Joint administration of the contracts occurred between the institution and region. The pilot was designed to test the effectiveness and any cost efficiencies resulting from such consolidation.

■ The BOP has developed and implemented a computerized method to take and store inmate photos at its

institutions. Inmate photos had been taken with traditional cameras and self-developing film, and "hard" copies of inmate photos were stored in several locations in the institution housing the inmate. Inmate photos are now taken with electronic cameras, and images are stored on computers. This system provides more permanent storage, allows staff easier access to these photos, and permits unlimited duplication of each image. It is also far more cost-effective than traditional photography.

■ To save labor and printing costs, the BOP has expanded its use of the BOPDOCS CD-ROM system, which is used to store, access, distribute, and manage documents and directives in electronic form.

Since BOPDOCS also contains most forms used by BOP staff, these forms can be filled out on any personal computer. The forms, as well as the data entered onto them, can be spell-checked, can easily be saved electronically, are less costly, and have a reduced environmental impact. BOPDOCS is updated and distributed on a monthly basis to all BOP facilities.

■ The BOP has developed a pilot initiative whereby program managers who have excellent programs are allowed to extend the normal program review cycle by a year—from the usual 2 years to the extended period of 3 years (for programs meeting certain criteria). By facilitating less frequent reviews, this program is expected to result in significant cost-avoidance in the coming years.

■ Accreditation and reaccreditation figured prominently in the Bureau's accomplishments in 1994. Facilities must function in accordance with an accepted set of national standards—drawn up by professional correctional administrators nationwide—to qualify for accreditation. The American Correctional Association (ACA) coordinates the development of the accreditation standards and implements the accreditation process.

During 1994, two institutions received their initial ACA accreditation, bringing to 55 the total number of BOP institutions accredited by ACA at year's end.

The Bureau continued to have institutions reaccredited under the Intensive Reaccreditation Process (IRP) in 1994. This program expedites ACA's standard reaccreditation process by combining its audits with the BOP's internal program review process. This is less labor-intensive for ACA auditors than is the standard reaccreditation process and thus less costly for the BOP. Also, institution staff spend less time preparing for what had been two separate audits.

■ In 1994, the Bureau of Prisons entered into a contract with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) to conduct ambulatory care accreditation surveys of health services departments at 19 BOP facilities. All 19 institutions achieved ambulatory care accreditation. This accreditation process confirms the quality of medical care provided in BOP institutions and helps BOP healthcare staff continually

improve the quality of inmate care, with JCAHO community standards serving as benchmarks.

Twenty-one additional institutions have been selected and will go through the JCAHO ambulatory care survey and accreditation process before October 1995.

BOP Medical Centers have been accredited by the Joint Commission on Accreditation of Healthcare Organizations since the late 1960's.

■ The BOP continues to encourage all sentenced inmates to meet their legitimate financial obligations through the Inmate Financial Responsibility Program (IFRP).

IFRP payments come from two sources: inmate assets (composed primarily of wages paid to inmates for institutional work assignments) and outside sources (other assets the inmates or their families have outside the institution). In previous years, the Bureau had included outside assets when reporting IFRP collections. However, because U.S. Attorneys' Offices also tabulate donations from these outside sources, the Bureau now reports only those payments actually collected within its institutions.

In FY 1994, the Bureau collected more than \$3.87 million in IFRP payments. This exceeded by 29 percent the \$3 million collected from inmate funds in FY 1993.

The majority of all donations to IFRP are distributed, through U.S. Attorneys'

Offices and the Department of Justice's Crime Victims Fund, to victim assistance and support groups or as direct compensation to victims for losses resulting from crimes. In addition to helping crime victims, the IFRP also helps offenders recognize their fiscal and moral responsibilities, including those to victims as well as child support, alimony, and other court-ordered obligations.

Because the BOP has installed automated inmate information system terminals in all financial litigation units of the U.S. Attorneys' Offices, staff in those offices can more easily locate inmates in Federal custody and keep track of their progress toward meeting their financial obligations.

■ During 1994, Federal Prison Industries, Inc. (FPI), formulated and implemented a plan to eliminate delinquent orders by the end of 1995; by the end of 1994, delinquencies had already been reduced by 79 percent.

FPI paved the way to reducing delivery times for many products through its "produce to forecast" endeavor, which will allow FPI to plan future orders from its customers through analysis of sales histories, customer surveys, and economic indicators. The benefits of such a program are cost control, improved planning, quicker turnaround of receivables, and shorter delivery times. FPI also implemented a "quick ship" program for certain of its products in order to cut delivery times. The program is already a success and will be expanded in 1995.

## STRATEGIC GOAL 5: INMATE PROGRAMS AND SERVICES

*The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.*

■ The Bureau of Prisons recognizes inmate employment as an important factor in the safe and secure management of Federal prisons, as well as the successful post-release adjustment of offenders. While all able inmates are given work assignments, Federal Prison Industries, Inc. (FPI), the Bureau's primary work program, employs approximately 16,000 Federal inmates. It reduces inmate idleness, provides incentives for good behavior, integrates with other programs to enhance inmate performance, and promotes inmate responsibility. A BOP study has shown that, compared to other Federal inmates, those who are employed by FPI are less likely to return to a life of crime and more likely to be employed after release from incarceration.

This year, FPI supported the Bureau's expansion by activating factories at new institutions in Allenwood, Pennsylvania; Florence, Colorado; and Fort Dix, New Jersey, creating more than 1,500 inmate employment opportunities at those facilities.



*Inmates prepare mass mailings at the Federal Prison Industries Distribution Services Mailing Center in Fort Worth, Texas.*

■ On September 28, FPI officially opened its Product Support Center (PSC), located at FCI Englewood. The PSC, which employs 100 inmates, acts as a centralized, single location for product development, product testing, costing, and factory support.

FPI ensures that its ongoing activities and market-expansion efforts are conducted so as to have a minimal impact on private sector interests. Over the course of the year, FPI management conducted discussions with representatives from industry and labor to achieve this goal while still accommodating the Bureau's need for additional inmate work opportunities.

■ As of December 1994, 807 male and female Federal inmates, both from institutions and Community Corrections Centers, were employed in 51 public works projects and urban work camps. This reflects an increase of 28 percent, up from 632 the previous year. Projects included working with other Federal agencies such as the U.S. Forest Service, the National Park Service, and military bases, as well as making toys for hospitalized children, raising money for local and national charities, and providing food and clothing for needy families.

■ In 1994, 12,200 inmates participated in drug education. A total of 3,700 inmates completed the Bureau's residential drug abuse treatment program, topping the 3,560 who completed the program in 1993. On October 1, the BOP expanded its number of residential drug treatment units from



*Correctional Treatment Specialist Glenn Blackstone teaches a drug education class at USP Terre Haute.*

32 to 34, enlarging the Bureau's annual treatment capacity to nearly 4,000.

■ The Bureau of Prisons transitional drug treatment program, associated with the residential drug treatment program offered in institutions, provides community-based substance abuse treatment to inmates who are placed in a halfway house or on home

confinement prior to release from custody. The number of inmates who participated in transitional drug treatment increased by 128 percent in 1994, from 502 in January 1994 to 1,146 in January 1995.

■ The Bureau of Prisons continued to assign qualified inmates to its Intensive Confinement Centers (ICC's) in





*Inmates at the Intensive Confinement Center, Lewisburg, Pennsylvania.*

1994. ICC's — also known as “boot camps” — house minimum-security, nonviolent offenders and expose them to a 6-month program of intensive education, rigorous work and physical development, discipline, and various self-development programs, all designed to support the offender in preparing for a successful, crime-free return to the community after release.

■ In 1994, a total of 7,950 General Educational Development (GED) tests were administered, and a total of 5,488 tests received passing scores, a performance rate of 69.0 percent. (The GED test numbers do not reflect the number of inmates tested, but rather the number of tests administered. Inmates sometimes are tested more than once before they pass.)

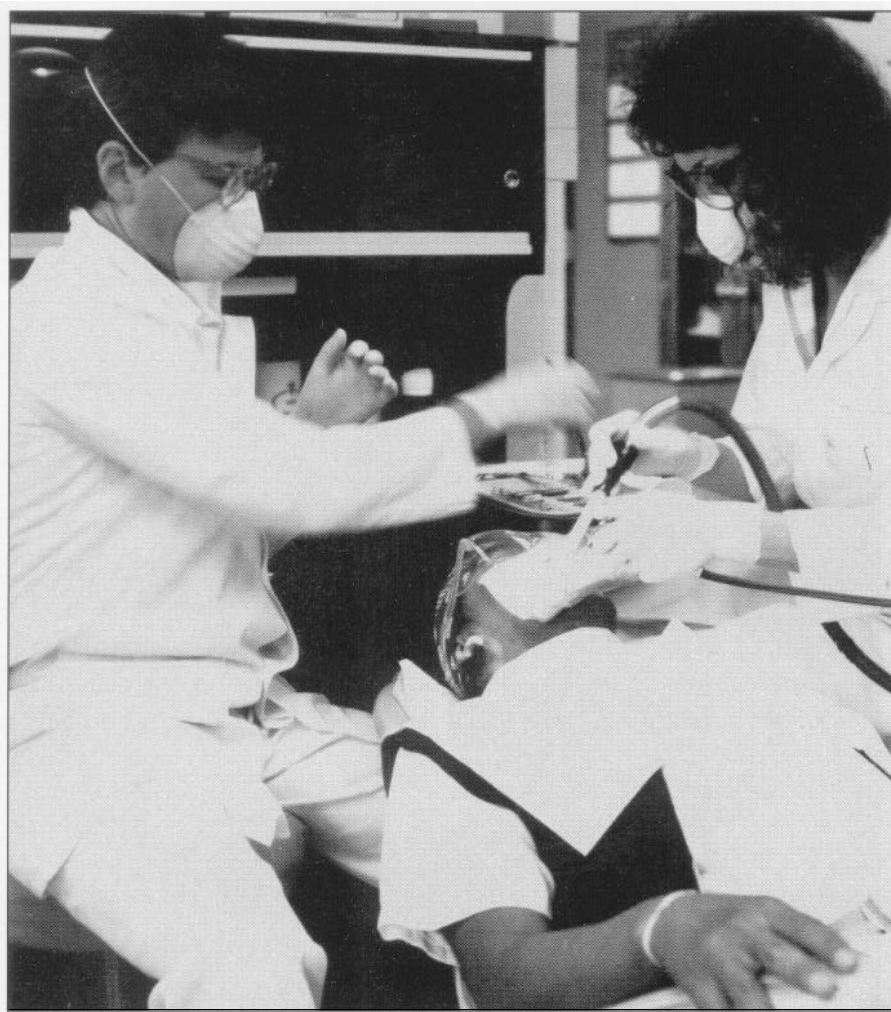
■ In March, the BOP released the results of a study demonstrating that BOP inmates participating in prison education programs had lower recidivism rates than those who did not participate. The report found that 35 percent of the inmates who completed at least one education course per 6 months of confinement recidivated within 3 years, while 44 percent of those who completed no education courses while in prison recidivated within 3 years. (The study defined “recidivism” as re-arrest or parole revocation.) The study found that education program participation significantly reduced recidivism even when controlling for the many other important factors, such as prior criminal history or current sentence length.

■ By May, the BOP established an automated education transcript system to replace the cumbersome handwritten education files maintained for each Federal prisoner. The new electronic record system tracks all important education information about an inmate and eliminates the need for forwarding "hardcopy" (paper) education files as inmates move from one institution to another. Education information is now

readily available electronically to education and unit staff involved in inmate management and programming.

■ During 1994, the BOP began development of a program statement outlining a comprehensive plan for institution management of mentally ill inmates. Part of the plan involves continued development of program resources for mentally ill inmates, such

as the use of transitional care units, which help these inmates progress from intensive, inpatient mental health programs to the general population. During FY 95, the BOP will pursue an aggressive agenda for addressing the special needs of mentally ill and mentally retarded offenders. As the number of these inmates has increased, so has the need for programs to address their needs.



■ Across the Nation, correctional systems staff and inmates have expressed increasing concern about the transmission of infectious disease in the prison setting. While the incidence of HIV (approximately 1 percent) and sexually transmitted diseases in the Federal inmate population is quite low, BOP staff are careful to follow Centers for Disease Control procedures to prevent the spread of infection and treat those who show signs of infection. The BOP is a registered participant in the Health Resources and Services Administration's AIDS-education program. As part of the program, the BOP's healthcare providers may call a toll-free number to gain access to the most current information on HIV clinical-care issues. The toll-free service, funded by the Department of Health and Human Services, also provides information on tuberculosis, multiple-drug resistant tuberculosis, and HIV-associated disorders.

The BOP has instituted new training on HIV issues, including a course that is mandatory for all new BOP staff.

*In order to prevent possible HIV infection, all staff use "universal precautions" when dealing with inmate patients.*

## STRATEGIC GOAL 6:

### BUILDING PARTNERSHIPS

*The Federal Bureau of Prisons will continue to seek opportunities for expanding the involvement of community, and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by Bureau staff to improve partnerships will allow the Bureau to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The Federal Bureau of Prisons will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.*

■ On June 24, Director Kathleen M. Hawk, FBI Director Louis J. Freeh, and U.S. Marshals Service (USMS) Director Eduardo Gonzalez signed a Memorandum of Understanding (MOU) setting forth the responsibilities of each agency (BOP, FBI, and USMS) with regard to investigations of Federal prison escapes and the apprehension of escaped fugitives. This MOU will enhance the already outstanding level of cooperation among the three agencies, ensuring a coordinated, efficient, and effective Federal response to escapes.

■ During 1994, the Bureau and the Department of Defense signed several Memorandums of Understanding in the area of medical care and training. These included MOU's to provide a toll-free telephone number for medical consultations; to work with an Army

medical center and a consortium (composed of Department of Defense, Veterans Administration, Indian Health Service, and Bureau of Prisons personnel) to provide medical care to inmates at FPC El Paso and FCI La Tuna; and to have an Army community hospital

